

THE MISSOURI CAREER CENTER SYSTEM



Chartering Criteria and Chartering Process Guide

A Framework for High Quality Service

And

Continuous Improvement

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INTRODUCTION TO POLICY

Local Workforce Investment Boards (LWIBs) in Missouri have the responsibility to ensure that employment and training programs in their communities operate at a high level of quality and satisfy the expectations and needs of their customers. Because each LWIB oversees the provision of services by various public and private organizations that may be quite different from each other, it is important that the LWIB has tools and methods which it can use to push for and assure quality service delivery to workforce development customers.

The Missouri Training and Employment Council (MTEC), in partnership with LWIBs, began working toward the development of a system of Missouri Career Centers envisioned to impact the State's workforce and economy through the provision of labor market information, access to career training, job placement services, and linkages between employers and workers. The Missouri Career Center System is the vehicle for LWIBs to fulfill their "quality assurance" role.

MTEC developed a Missouri Career Center chartering process as the framework for assuring a consistent level of quality service delivery in the system. While MTEC's vision is that these criteria move the system to higher levels of quality and seamless service, it is important to note that the general purpose of the chartering criteria and its related process requirements remain as originally established:

- To provide a framework for establishing that a Missouri Career Center is capable of meeting or exceeding quality standards set by MTEC and LWIBs;
- To provide a framework that fosters performance accountability and continuous improvement;
- To establish minimum standards that would allow for local flexibility, while protecting the minimum service expectations of the Missouri Career Center brand.

The continuous improvement vision throughout the chartering criteria and chartering process is modeled after the seven Baldrige principles: Leadership, Information and Analysis, Strategic Planning, Human Resource Utilization, Process Management, Customer Satisfaction, and Results. The basic premise of the Baldrige principles is that successful organizations operate with systems, structures and strategies to achieve superior performance, continuous improvement, and highly satisfied customers.

To that end, LWIBs will use the chartering criteria found in this document, along with related process documents, to assess the capacity of operator partnerships to develop and manage Missouri Career Centers, to charter these Centers, and to provide subsequent oversight and performance management.

ROLES OF GOVERNING BODIES AND STAFF

THE MISSOURI TRAINING AND EMPLOYMENT COUNCIL (MTEC)

The Missouri Training and Employment Council, as the state workforce investment board, works on behalf of the Governor and under the authority of the Workforce Investment Act (WIA) to develop an effective and efficient workforce development system in Missouri. MTEC maintains general oversight responsibilities for the implementation and ongoing development of the Missouri Career Center System.

MTEC establishes minimum chartering criteria, related documents and processes, and in partnership with LWIBs, helps to carry out the chartering process of Missouri Career Centers. MTEC is assisted by the following entities:

The Local Workforce Investment Chair Committee of MTEC is the subcommittee of MTEC that reviews and advises MTEC on matters related to the Missouri Career Center System.

The Division of Workforce Development (DWD) carries out MTEC's administrative and operational duties as it relates to the Missouri Career Center System. DWD works with the LWIB Committee in the development of chartering criteria and other related matters. It also carries out pre-assessment of Missouri Career Center chartering applicants and makes recommendations to LWIBs on chartering applicants' conformity to minimum chartering standards.

The Career Center Review Team is tasked with performing desk and site reviews and developing the recommendations for MTEC on chartering issues. The review team consists of partners in Missouri's workforce development system. This team will include, but is not limited to, DWD Staff, LWIB Peer Review Staff, and other partner agencies.

DWD has an ongoing responsibility of evaluating the overall performance of Missouri Career Centers and the Missouri Career Center System and providing information to MTEC concerning the state and needs of the system. DWD also has a technical assistance and support role for the system. It is responsible for working with state and local agency partners, and LWIBs in identifying capacity building and training needs and ensuring that these needs are being addressed by the appropriate entities.

THE LOCAL WORKFORCE INVESTMENT BOARD (LWIB)

The LWIBs, under the WIA, are policy, planning, and oversight entities responsible for organizing a comprehensive, community-wide response to the challenges of building a highly skilled workforce. In carrying out this responsibility, LWIBs are responsible for assessing the needs of employers and job seekers and determining the appropriate geographical locations where Missouri Career Centers are needed. LWIBs designate Missouri Career Center operators as defined in the WIA. The LWIB is responsible for establishing performance expectations of the Missouri Career Center System, establishing an accountability method for the Missouri Career Center System, and providing ongoing monitoring and evaluation of the Missouri Career Center System in the local workforce area.

LWIBs have the responsibility of chartering and re-chartering Missouri Career Centers in their area. Working in partnership with MTEC, it is expected that LWIBs work toward ensuring that the Missouri Career Center brand is protected and that operational and service quality standards are being followed by chartered Missouri Career Centers.

The criteria set forth in this policy are the minimums MTEC requires for a Center to carry the Missouri Career Center brand. LWIBs may add their own criteria to the Centers in their regions. The LWIB is responsible for monitoring Centers for any additional requirements supplementary to the statewide requirements.

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CHARTERING POLICY

The WIA requires that there be at least one (1) comprehensive one-stop site in each workforce investment region that delivers core, intensive, and training services from certain programs; therefore, the agencies/organizations providing these services become mandated partners of the Missouri Career Center System. At a minimum, where available, the services of the following programs/acts must be provided in at least one (1) comprehensive site per local workforce area:

WIA Adult	Adult Education and Literacy
WIA Dislocated Worker	Migrant & Seasonal Farm Worker Program
WIA Youth	Trade Act
Wagner-Peyser	Veterans Employment
Unemployment Insurance	Title V Older Workers
Self Sufficiency Programs	Rehabilitation Act of 1973 (OVR)
HUD	Job Corps
Carl Perkins Vocational Education & Technical Education	

While the above programs are required by law to be available, LWIBs are encouraged to also include programs from Section 106 of the Workforce Investment Act (school districts, community colleges, economic development partnerships, organized labor, etc.).

Missouri identifies comprehensive sites as those that offer the most inclusive services of the Missouri Career Center System and non-comprehensive sites as those offering more limited services. All sites that meet the minimum requirements to display the Missouri Career Center sign are called Missouri Career Centers (hereinafter referred to as Centers). The LWIB determines the location of the Centers, based on local need.

The minimum chartering criteria, as established by MTEC, will be used as a baseline to charter or re-charter Centers. Each LWIB charts the Center(s) in its geographic area and may set chartering requirements and/or standards that exceed MTEC's minimum criteria. When MTEC reviews a Center for charter/re-charter, the review will be to verify that minimum State standards are met and does not involve assessment of criteria required by LWIB.

Missouri Career Centers must meet federal requirements as stated in the Americans with Disabilities Act (ADA) before a Center is eligible to receive the Missouri Career Center charter or utilize the Missouri Career Center name or official signage. Centers are to work with their Vocational Rehabilitation (VR) partners to assure ADA compliance. The Business Plan provides the opportunity for a Center to describe how its services are physically and programmatically accessible for all citizens.

To be considered for a charter, the Missouri Career Center operator, along with participating partners, is required to jointly prepare a Missouri Career Center Business Plan. The Business Plan will identify available products and services, Center organizational structure, and an operational and financial plan including cost allocations, marketing strategies and other related information necessary to operate a successful Center. The review and approval of that plan by the LWIB will ensure the avoidance of duplication of services and the inclusion of all mandated partners. (Refer to the section entitled "Business Plan" in the Process document for further guidance on how to write and what to include in the Business Plan.)

MINIMUM CRITERIA

The criteria listed below and Level I of the Continuous Improvement Matrix are the minimum standards to be met for each of the types of sites in Missouri's Career Center System. In the event a center may not be able to meet one or more of the criteria, the LWIB may submit a waiver request to the Division of Workforce Development.

Comprehensive Site	Non-comprehensive Site
<p>Hours of Operation: Center must be open full time as defined by the LWIB</p> <p>Levels of Staffing: Simultaneous presence and <u>full</u> service capacity shall be present for WIA and Wagner Peyser (WP) core and intensive services (see pages 40-41) for no less than 40 hours per week. Customer must be able to access support for training.</p> <p>Requirements of all mandated partners:</p> <p>1) Active participation, where available, is required in the following manner:</p> <ul style="list-style-type: none"> On-site staffing presence at the Center when or where appropriate (mandatory full time presence of WIA and WP services) Provision of the program's core services Updated and plentiful supply of program information Orientation of Missouri Career Center staff to general program information Participate in staffing of resource center <p>2) Agreement that all full time and itinerant on-site staff will participate in and complete customer service training.</p> <p>3) Process is established for integration of job development and job placement</p> <p>Management: An on-site Missouri Career Center Coordinator who is responsible for coordinating Missouri Career Center activities and services on a daily basis, providing functional supervision and coordination of Missouri Career Center staff, and serving as point of contact for Missouri Career Center information and data between the Center, the LWIB, DWD, and MTEC is required.</p>	<p>Hours of Operation: Center must be open at least 16 hours per week</p> <p>Levels of Staffing: Full service capacity shall be present for WIA and WP core services for no less than 16 hours per week. The Center itself must be open for no less than 40 hours per week.</p> <p>Requirements of all mandated partners:</p> <p>1) Agreement that all full time and itinerant on-site staff will participate in and complete customer service training.</p> <p>2) Process is established for integration of job development and job placement</p> <p>Management: An on-site Missouri Career Center Coordinator who is responsible for coordinating Missouri Career Center activities and services on a daily basis, providing functional supervision and coordination of Missouri Career Center staff, and serving as point of contact for Missouri Career Center information and data between the Center, the LWIB, DWD, and MTEC is required.</p>
A written referral process to services not provided on site.	A written referral process to services not provided on site.
Completed Business Plan that meets minimum State guidelines.	Completed Business Plan that meets minimum State guidelines. A. Center's documents must be included as an attachment to the comprehensive site's business plan.
ADA compliant (reasonable physical and programmatic accessibility)	ADA compliant (reasonable physical and programmatic accessibility)
Resource area as defined on page 39	Resource area as defined on page 39.
Staff trained on Missouri Career Center MIS (Toolbox)	Staff trained on Missouri Career Center MIS (Toolbox)
Designated "greeter" as defined on page 38.	Designated "greeter" as defined on page 38.
Attainment of at least Level 1 of the Continuous Improvement Matrix	Attainment of Level 1 of the Continuous Improvement Matrix

CONTINUOUS IMPROVEMENT MATRIX -- LEVEL ONE CRITERIA

I. Leadership	
1) Clear Sense of Mission	1) Missouri Career Center staff know and understand mission. A. Written mission statement is displayed and endorsed by partners.
2) Identifiable Leadership Structure	2) The partnering agencies agree to establish a management structure at the Center. A. Leadership structure exists. B. Staffing schedules for all aspects of the Center exist. C. Regularly scheduled meetings occur among partnering agency management of the Center. D. Regularly scheduled meetings occur between Center leadership and staff.
II. Information and Analysis	
1) Resource Information	1) Feedback on resources and technology available to customers is collected and a system is in place to keep information current. A. Feedback is collected periodically to determine the quality and suitability of available resources and technology at the Center. B. A system for updating resources and technology and training staff on the updates exists.
2) Management Information System (MIS)	2) A strategy for meeting State and local MIS data gathering needs is in place. A. The Center uses Toolbox and staff is trained on Toolbox.
III. Strategic Planning	
1) Strategy Development and Deployment	1) The Center has developed basic strategies for sustainability. A. The Business Plan contains the goals that the Center will pursue. B. A financial strategy for considering cost and revenue among the partners exists.
2) Marketing Strategy	2) Marketing plan is established.
IV. Human Resource Utilization	
1) Staff Competencies	1) Plans and dedicated funds for cross-education and cross-training staff on Center and community services are in place. A. New Missouri Career Center staff receives orientation that includes partner program information, customer flow through the Center, and resource room material information. B. All Missouri Career Center staff know what resource room materials are available and can verbalize synopses of materials to customers.
2) Rewards and Recognition	2) A plan for employee rewards and recognition is established.
V. Process Management	
1) Service Processes	1) Customer contact is customer-driven and flexible. A. Customers' general needs are assessed so he/she can be directed to requested/needed information and services in an efficient manner. B. Responsibility is assigned to at least one Missouri Career Center staff member for assessment of needs of employers. C. Information is gathered to identify barriers to employment in the community. D. A plan exists for the inclusion of non-traditional partner services on-site.
VI. Customer Satisfaction	
1) External Customer Feedback	1) A customer satisfaction feedback plan exists for consistent and immediate gathering of data from customers and data is collected.
2) Internal Customer Feedback	2) A customer satisfaction feedback plan exists for consistent and immediate gathering of data from Missouri Career Center staff and data is collected.
VII. Results	
1) Customer-Focused Outcomes	1) A process is in place for educating each staff member on the performance responsibilities of all partner agencies and the collective performance goals of the Center.
2) Organizational Effectiveness Results	2) The Center has a method in place for collecting information for assessment of the effectiveness of its operational and delivery processes.

BASIC CHARTERING STEPS

Step 1: The Local WIB develops a written application for the One-Stop charter and submits it to the Missouri Training and Employment Council.

The application package must include:

- completed State charter application form with evidence for desk review
- copy of One-Stop Business Plan
- Attestation page signed by LWIB Chair and Chief Local Elected Official (CLEO) asserting that One-Stop Centers have met all criteria
- Signed Non-Compliance Policy stating local WIB Chair and CLEO has read and understands consequences of non-compliance

Step 2: Application is reviewed by interagency committee consisting of State Workforce Board Staff and state agency workforce development partners

Step 3: Once an application has undergone a desk review, a site visit will be scheduled to include members of the local Board, the One-Stop Operator and other individuals as appropriate. Site visits will be conducted by a team consisting of staff to the State Board, DWD, LWIB peer review staff, and state agency workforce development partners. Generally, site visits will cover the areas listed in the minimum criteria and the continuous improvement matrix.

Step 4: The site visit team will provide written feedback to MTEC either stating that the Center has met the minimum state criteria or recommending technical assistance to the Center.

Step 5: If approved to meet minimum state criteria, Local Elected Officials and LWIB may grant charter to One Stop Operator

Step 6: The site visit team will make bi-annual visits to assist the local WIB in identifying improvement opportunities, training and technical assistance needs. These visits will be prearranged with local WIB Chairs. In addition, unannounced, "secret shopper" visits may take place randomly during the term of the charter in order to gauge performance from a customer's point of view. Local WIB Chairs will receive a written feedback report after both the pre-arranged visits and the secret shopper visits. Additional details will be distributed to Local Board Chairs regarding how the secret shopper reviews will be conducted, the components the shoppers will focus on, and the evaluation process that will be used.

Step 7: A local WIB may apply for re-chartering of its Center(s) six months prior to expiration of State charter. LWIBs must ensure that all Centers seeking re-chartering have continued to meet or exceed the local level chartering criteria.

To aid with determining whether a site has met all the minimum State requirements to bear the Missouri Career Center brand name, the Continuous Improvement Matrix will be used to provide consistency in MTEC's charter site visits across the State. A comprehensive site must qualify for one of three levels of the Continuous Improvement Matrix, reaching at least Level 1. A non-comprehensive site must qualify for Level 1 of the matrix.

To Add a Non-comprehensive Site Through a Comprehensive Site

A non-comprehensive site may be chartered through a comprehensive site. MTEC will determine if the proposed non-comprehensive site meets the minimum chartering criteria.

The following general steps apply for addition of a non-comprehensive site to the workforce development system through a comprehensive site:

- Step 1: LWIB determines that a non-comprehensive site is to be added
- Step 2: Comprehensive site modifies its Business Plan to include the non-comprehensive site and submits it to LWIB
- Step 3: LWIB requests MTEC review of site for conformity to minimum criteria
- Step 4: Review Team visits site and advises LWIB on site's conformity to minimum criteria
- Step 5: LWIB reviews all documentation and takes appropriate action

When re-chartering of the comprehensive site occurs, the non-comprehensive site(s) included in its charter will be included in the process. The non-comprehensive site applications should also be included in the initial chartering application for all comprehensive sites.

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GENERAL PROVISIONS

TIME OF PERFORMANCE FOR CHARTERS

The LWIB may issue a charter for a period of no more than **two** (2) years.

RE-CHARTER

Application for re-charter must be submitted, six (6) months prior to expiration of the existing charter.

All minimum State chartering criteria must be met, as well as any additional requirements of the LWIB, before a Center can be re-chartered. If a comprehensive site desires to be chartered at a higher level of the Continuous Improvement Matrix, then it must also meet the criteria for that level. MTEC will perform a desk review for comprehensive and non-comprehensive sites for compliance with the minimum chartering criteria and readiness to meet the level of continuous improvement for which it has applied. A report will then be provided to the LWIB addressing the Center's readiness for re-charter based on that assessment. MTEC will not review a Center for additional re-charter requirements enforced by the LWIB.

MTEC does not require that the Business Plan be completely rewritten in order for a Center to be re-chartered. However, part of the re-chartering process will include a review of the most up-to-date version of the Business Plan and modifications thereto and how any changes pertain to the Center's methods of operation.

CHARTER UPGRADE

At any time within that two-year period, the Center may request an upgrade in levels as described on the Continuous Improvement Matrix. This would be considered a re-charter and the period for the re-charter would start over from the time of approval of the upgrade.

REVOCATION OF MISSOURI CAREER CENTER CHARTER

An LWIB or MTEC can terminate a charter for failure to meet the minimum State chartering criteria.

Revocation by the LWIB

If the LWIB determines that a charter should be revoked because the above-referenced standards are not met, it will meet with the leadership of the Center and provide technical assistance, including the development and deployment of a corrective action plan, within thirty (30) days of notification to the Centers' leadership of failure to meet charter requirements. The LWIB can also revoke a charter if the Center meets the above-referenced standards but does not meet the additional requirements of the LWIB. The LWIB may request technical assistance from MTEC during the corrective action process. The LWIB will update MTEC of the status of the Center after the corrective action plan is completed.

Revocation by the MTEC

MTEC retains the right to revoke use of the Missouri Career Center brand name and access to Toolbox if the LWIB has not taken action to do so. DWD staff will notify the Local Workforce Investment Board Committee of MTEC if it is determined that the above-referenced standards are not being met and a charter should be revoked. Since the LWIBs are the chartering bodies, the LWIB Committee will work cooperatively with LWIBs to seek remedial action and provide technical assistance. Development and implementation of a corrective action plan must occur within thirty (30) days of notification to the LWIB of failure to meet standards. In the event that compliance is not reached, the LWIB Committee will take the recommendation for revocation of charter to MTEC and the LWIB may be directed by MTEC to revoke the charter.

CHARTER UPDATE VISITS AND SELF-ASSESSMENT

Each LWIB is to provide ongoing oversight to the Missouri Career Centers. The review team will conduct a charter update visit to each Center at least one time during the length of the charter or more often if requested by the LWIB. The purpose of the interim visit is to check progress on the continuous improvement of the Center and offer technical assistance prior to re-chartering.

LWIBs are encouraged to have each Center conduct an annual self-assessment to use as an indicator of its progress in continuous improvement of services.

IDENTIFICATION OF MISSOURI CAREER CENTER SYSTEM SITES

Only chartered Missouri Career Centers may display the official Missouri Career Center signage, as appropriate. The LWIB may define and set local policies for sites that do not qualify as chartered centers, but do provide Missouri Career Center information and are a valuable part of the local Missouri Career Center System. Information sites, partner sites, and kiosks are examples of these locations.

INTRODUCTION TO PROCESS GUIDE

The Chartering Process Guide is an extension of the Chartering Criteria, providing the Local Workforce Investment Boards (LWIBs), Missouri Career Centers, and MTEC with the tools for determining a Center's readiness for charter based on the state's minimum chartering criteria. The checklist on page 16 and the Continuous Improvement Matrix, Level I, on pages 19-31, reflect the minimum requirements for comprehensive and non-comprehensive sites as stated in the policy and will be used by MTEC when conducting pre-chartering/re-chartering site visits. Additionally, the matrix includes Levels II and III for use by all as the Centers progress in their continuous improvement efforts. General process steps and instructions for using the checklist and matrix are included.

Another part of the minimum chartering criteria is a completed Business Plan that meets state minimum guidelines. Since the Business Plan sets forth how the Center will do business, it is part of the initial preparation between the partner agencies for the development of the Center. Business Plans are required for each comprehensive and independently chartered non-comprehensive center. A non-comprehensive center chartered through a comprehensive center does not need its own plan; however, the comprehensive center's plan will include, originally or through a revision, how the non-comprehensive site will operate. The framework for the format and minimum content of the Business Plan is provided in this guide.

Pages 43-44 of the Resource section give examples of measures that may be used in comparing Center performance over time and determining needs for change, in operational systems and service delivery, that allow the Center to better provide a seamless system to its customers. Centers can choose from the examples or create their own measures as they develop and implement strategic plans and continuously improve services.

The Missouri Career Center chartering system is the vehicle for LWIBs to fulfill their quality assurance role as they initiate the Missouri Career Center chartering process and determine the readiness of a particular Missouri Career Center to provide services. The chartering policy and the process only address state minimum requirements, which will be validated by MTEC. LWIBs and partnering agencies are encouraged to expand on the minimum requirements in promoting a seamless workforce development system among the local communities.

GUIDELINES FOR REVIEW

The two basic processes included in the review of a charter are the review of documentation and the site visit at which the Center is assessed for meeting the minimum criteria and given a score. It is the responsibility of the LWIB to determine for which level of performance readiness each Missouri Career Center in their area is applying and communicate that to MTEC. This will benefit the LWIB and the Center by providing a better understanding of the Center's status, based on the minimum criteria, and make the chartering process more efficient, allowing for as little operational disruption as possible.

DESK REVIEW OF DOCUMENTATION

Many required or examples of evidence, indicated on the matrix by the symbol ☼, can be reviewed prior to the chartering visit. The desk review is a critical step in the process because it sets the stage for the site visit. It is the Center's responsibility to see that the items it wishes to use as evidence indicators are:

- Labeled with each continuous improvement principles category, subcategory and level for which the documentation is to be applied, and
- Forwarded for arrival to MTEC no less than 3 weeks prior to the review. If the evidentiary documentation is not received within the appropriate time frame, the visit will be postponed.

MTEC will review said documentation and may seek to further qualify the evidence and/or locate additional evidence during the visit. Any evidence that is too cumbersome to send should be labeled and readily available for review during the site visit.

A list of Center staff and members of the Center's management team(s) that indicates the agency, funding stream, business, etc. each person represents is also required to be submitted with the desk review documentation.

SCORING SYSTEM

Meeting all criteria in Level I of the Continuous Improvement Matrix, along with the criteria set forth in the checklist on page 16, is the minimum state chartering requirements set forth by MTEC. A Center may attain Level II chartering by meeting all of the Level I criteria and all of the criteria in at least six of the seven principles specified in Level II. Similarly, Level III can be attained by meeting all of the criteria in Levels I and II and all of the criteria in at least five of seven principles specified in Level III.

Regardless of the level of matrix chartering requested by the LWIB or achieved by the Center, that Center must always meet the minimum criteria in the checklist on page 16 before being recommended by MTEC for charter/re-charter. The chart below further explains the matrix scoring system:

Level of Matrix	Overall Quantity of Principles Required for Attainment		
	Level I	Level II	Level III
Level I	7/7		
Level II	7/7 and	6/7	
Level III	7/7 and	7/7 and	5/7

7 Principles: Leadership, Information & Analysis, Strategic Planning, Human Resource Utilization, Process Management, Customer Satisfaction, and Results

During the site visit, MTEC will assess each site to determine that the State minimum criteria are met and for what level of performance readiness the evidence presented qualifies. MTEC will then summarize the score and advise the LWIB within two weeks of the review of the Center's readiness for charter based on the State's minimum criteria. Documentation from the visit will be kept on file at DWD Central Office.

DWD will provide technical assistance to each Center in addressing items that may prevent the site from meeting minimum State criteria. In the event that MTEC does **not** recommend charter/re-charter, the LWIB will be provided with information that will assist it in working with the Center for charter/re-charter at a later date. The LWIB will then request a follow-up visit by MTEC. After the site is determined ready for charter under the minimum State criteria, the LWIB will then proceed with appropriate actions to complete the process.

CHECKLIST FOR MINIMUM CRITERIA

MTEC's first step at each visit will be to examine each Center to ensure that it meets the minimum criteria for hours of operation, staffing, management, and other minimum requirements as designated below:

Local Area: _____ Site: _____ Date of Review: _____ Reviewed by: _____	Site meets criteria for: Comprehensive _____ Non-Comprehensive _____ Neither _____
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Comprehensive Site		Non-comprehensive Site	
Meets Criteria	<p>Hours of Operation: Center must be at least forty hours per week.</p> <p>Levels of Staffing: Simultaneous presence and full service capacity shall be present for WIA and WP core and intensive services (see pages 40-41) for no less than full time. Customer must be able to access support for training.</p> <p>Requirements of all mandated partners:</p> <p>1) Active participation, where available, is required in the following manner:</p> <ul style="list-style-type: none"> • On-site staffing presence at the Center when or where appropriate (mandatory full time presence of WIA and WP services) • Provision of the program's core services • Updated and plentiful supply of program information • Orientation of Missouri Career Center staff to general program information • Participate in staffing of resource center <p>2) Agreement that all full time and itinerant on-site staff will participate in and complete customer service training that includes components as defined on page 38.</p> <p>3) Process is established for integration of job development and job placement</p> <p>Management: An on-site Missouri Career Center Coordinator who is responsible for coordinating Missouri Career Center activities and services on a daily basis, providing functional supervision and coordination of Missouri Career Center staff, and serving as point of contact for Missouri Career Center information and data between the Center, the LWIB, DWD, and MTEC is required.</p>	Meets Criteria	<p>Hours of Operation: Center must be open at least 16 hours per week</p> <p>Levels of Staffing: Simultaneous presence and full service capacity shall be present for WIA and WP core services (see pages 40-41) for no less than 16 hours per week. The Center itself must be open at least 40 hours per week. Under extenuating circumstances that require alternative staffing, the LWIB will submit a waiver request for approval to the LWIB Committee that describes how and shows evidence that required core services of WIA and WP will be provided on site.</p> <p>Requirements of all mandated partners:</p> <p>1) Agreement that all full time and itinerant on-site staff will participate in and complete customer service training that includes components as defined on page 38.</p> <p>2) Process is established for integration of job development and job placement</p> <p>Management: An on-site Missouri Career Center Coordinator who is responsible for coordinating Missouri Career Center activities and services on a daily basis, providing functional supervision and coordination of Missouri Career Center staff, and serving as point of contact for Missouri Career Center information and data between the Center, the LWIB, DWD, and MTEC is required.</p>
	A written referral process to services not delivered on site.		A written referral process to services not delivered on site.
	Completed Business Plan that meets State minimum guidelines.		Completed Business Plan that meets State minimum guidelines The Center's documents must be included as an attachment to the comprehensive center's business plan.
	ADA compliant (reasonable physical and programmatic accessibility)		ADA compliant (reasonable physical and programmatic accessibility)
	Resource area as defined on page 39.		Resource area as defined on page 39.
	Staff trained on Missouri Career Center MIS (Toolbox)		Staff trained on Missouri Career Center MIS (Toolbox)
	Designated "greeter" as defined on page 38.		Designated "greeter" as defined on page 38.

Additional Comments:

CONTINUOUS IMPROVEMENT MATRIX FOR CHARTER/RE-CHARTER REVIEW AND SELF-ASSESSMENT

INTRODUCTION


The following matrix shows the seven Baldrige principles in a continuous improvement format of three (3) levels as they relate to Missouri Career Centers. All Missouri Career Centers must meet the criteria in Level 1 before chartering or re-chartering is considered. It is possible that a comprehensive site will be at various levels in each category.

As Centers continue to improve and strive to move from one level to the next, the evidence presented to support the principles must increase in consistency and continuity. Through effective partnering, annual self-assessment and continuous improvement action plans, all comprehensive sites have the ability to reach Level III by maintaining what they do well and improving each area of opportunity.

MATRIX KEY

Examples of Evidence: Any items listed under this bold heading represent possibilities of documentation that prove the criteria are met. Other evidence showing that the standard is met may be presented in addition to or in lieu of the examples given. It is MTEC's responsibility to determine that the presented evidence satisfies the stated criteria.

Required Evidence: All evidence listed under this heading is required as proof of having met the stated standards. There is no substitute for this evidence. It is MTEC's responsibility to examine the evidence and determine that it satisfies the stated criteria.

: This symbol represents evidence that should be submitted to MTEC for desk review. Any evidence that is too cumbersome to send should be readily available for review during the site visit. (See page 14 for details.)

INSTRUCTIONS FOR SCORING MISSOURI CAREER CENTERS FOR CHARTERING

MTEC will use the scoring matrix when assessing a Center for charter/re-charter. The following steps are to be taken when completing the matrix:

1. Complete Date of Review.
2. Fill in name of the site being reviewed.
3. Review evidence presented by the site and determine if the evidence meets the minimum criteria.
4. Complete the "Criteria met?" box at the end of each subcategory of the Baldrige principles category. (Markings in these boxes can be as simple as a Y for yes and an N for no, a check mark or an X, or markings of the reviewer's choice. It is important that consistent markings be used throughout so confusion will be eliminated.)
5. At the end of each criterion, the reviewer will numerically summarize her/his findings in the shaded space provided. All criteria in the subcategories of each Baldrige principle must be met in order to receive credit for that principle.
6. Once all evidence is reviewed and each category has been assessed, the reviewer is to complete the Score Sheet Summary and make her/his recommendation for chartering/re-chartering as it pertains to meeting the State minimum criteria to the LWIB. This summary

sheet shows each level for which criteria are met and the overall level of performance for which the Center is eligible. The recommendation will be based on the chart below:

Level of Matrix	Overall Quantity of Principles Required for Attainment		
	Level I	Level II	Level III
Level I	7/7		
Level II	7/7 and	6/7	
Level III	7/7 and	7/7 and	5/7

7 Principles: Leadership, Information & Analysis, Strategic Planning, Human Resource Utilization, Process Management, Customer Satisfaction, and Results

- The reviewer will provide a copy of the Score Sheet Summary, Checklist for Minimum Criteria, and a cover letter to the LWIB. The remainder of the paperwork will remain on file DWD Central Office.

DRAFT

**CONTINUOUS IMPROVEMENT MATRIX
FOR CHARTERING AND ASSESSMENT
MISSOURI TRAINING AND EMPLOYMENT COUNCIL**

CONTINUOUS IMPROVEMENT MATRIX Site: _____	Date of Review: _____ Reviewed by: _____
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Leadership Team (LT): Term used for the meeting of the local level agency directors, or their designee, of required Missouri Career Center partners

Missouri Career Center Management Team (MCCMT): Term used for the meeting of the Missouri Career Center Coordinator and others who are involved in the day-to-day operation of the Center

Principles	Measures		
	Level I	Level II	Level III
I. LEADERSHIP: Public and private leadership works collaboratively to provide supportive and active management of the Missouri Career Center.			

<p>1) CLEAR SENSE OF MISSION</p>	<p>1) Missouri Career Center staff know and understand the mission. A. Written mission statement is displayed and endorsed by partners. <u>Examples of Evidence:</u> -Mission statement signed by partners is displayed -Interview of employees reflects understanding of mission statement</p> <div data-bbox="522 834 930 889">Criteria Met?</div>	<p>1) The LT is involved in advancing the Missouri Career Center mission. A. Management and staff within the partnering agencies <u>understand</u> and <u>support</u> the career center implementation. <u>Examples of Evidence:</u> -Documentation of consistent meeting attendance at LT and MCCMT meetings ☼ -Documentation of consistent adherence to scheduled staff hours at Center ☼</p> <div data-bbox="1050 867 1455 922">Criteria Met?</div>	<p>1) The community is educated about the mission. A. LT and MCCMT are actively communicating about the career centers in the community. <u>Examples of Evidence:</u> -Meeting minutes of group visited ☼ -Agenda/program ☼ -Copy of presentation ☼ -Video tape of presentation ☼ B. LT and MCCMT share knowledge and expertise with others across the region and state seeking to build high quality career centers. <u>Examples of Evidence:</u> -Best practice presentations ☼ -Written proof of peer-to-peer training ☼</p> <div data-bbox="1539 834 1992 889">Criteria Met?</div>
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Principles	Level I	Level II	Level III
Leadership (Continued)			

<p>2) IDENTIFIABLE LEADERSHIP STRUCTURE</p>	<p>2) The partnering agencies agree to establish a management structure at the Center. A. Leadership structure exists. <u>Required Evidence:</u> -Single organizational chart that shows all Missouri Career Center management and staff by position ☀</p> <p>B. Staffing schedules for all aspects of the Center exist. <u>Required Evidence:</u> -Copy of staffing schedules ☀</p>	<p>2) The LT and MCCMT for the Center demonstrate integration of management of services. A. Relevant information that pertains to Missouri Career Center service delivery is shared by the Missouri Career Center Coordinator to all Missouri Career Center staff and partners instead of flowing only from the partner agency to that agency's Missouri Career Center staff representative. <u>Examples of Evidence:</u> -Written communication on Missouri Career Center staff-wide level vs. agency-specific level ☀</p> <p>B. The Missouri Career Center Coordinator's designated job responsibilities include scheduling partner cross-education and cross training, and representing the Center at community functions. <u>Required Evidence:</u> -Revised job description includes designated responsibilities <u>Examples of Evidence:</u> -Documentation of cross-education and cross training schedules and completion data -Minutes of MCCMT meetings ☀ - Invitation Letters and agendas from events ☀</p>	<p>2) The LT and MCCMT support of management integration removes agency-specific barriers. A. Missouri Career Center Coordinator is responsible for Missouri Career Center staff administration. <u>Required Evidence:</u> -Written documentation of Missouri Career Center Coordinator's involvement in assignment and re-assignment process for staffing Center ☀</p> <p>B. Missouri Career Center Coordinator's only responsibilities are those of managing the Center. <u>Required Evidence:</u> -Documentation showing full-time coordinator who has no other specific program responsibilities</p>
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Principles	Level I	Level II	Level III
Leadership (Continued)			
	<p>C. Regularly scheduled meetings occur among partnering agency management of the Center. <u>Required Evidence:</u> -Minutes of LT meetings ☼</p> <p>D. Regularly scheduled meetings occur between Center leadership and staff <u>Required Evidence:</u> -Minutes of staff meetings ☼</p> <div>Criteria Met?</div>	<p>C. Discussion in LT and MCCMT meetings lead to action plans. <u>Required Evidence:</u> -Minutes LT and MCCMT meetings ☼ -Documentation of action plans and task assignments related thereto ☼</p> <div>Criteria Met?</div>	<p>C. Plans that result from LT and MCCMT meetings are followed through. <u>Required Evidence:</u> -Documentation of completion of action plans ☼</p> <div>Criteria Met?</div>
Leadership Score			
II. INFORMATION AND ANALYSIS: Consistent use of meaningful, current, and reliable information by both staff and customers is fundamental to success.			
1) RESOURCE INFORMATION	<p>1) Feedback on resources and technology available to customers is collected and a system is in place to keep information current. A. Feedback is collected periodically to determine the quality and suitability of available resources and technology at the Center. <u>Required Evidence:</u> -Documentation that shows data is collected from customers and staff ☼</p> <p>B. A system for updating resources and technology and training staff on the updates exists. <u>Examples of Evidence:</u> -Review of system ☼</p>	<p>1) Analysis of data results in updated resources and technology on which staff is trained. A. Analysis of data leads to adjustments. <u>Required Evidence:</u> -Documentation that shows the analysis of the data and the resulting adjustments ☼</p> <p>B. The system for updating resources and technology is used and staff is trained on the updates.</p>	<p>1) Resources and technology are used effectively in the Center.</p> <p>A. Self-assisted customers are able to successfully use the updated reference materials when accessing resources and technology. <u>Examples of Evidence:</u> -Documentation of customer feedback ☼</p> <p>B. All Missouri Career Center staff is capable of assisting customers in using the resources and technology in the Center <u>Examples of Evidence:</u> -Observation -Documentation of customer feedback</p>
Principles	Level I	Level II	Level III

Information and Analysis (Continued)			
	<div>Criteria Met?</div>	<p><u>Required Evidence:</u> -Documentation showing resource and technology reference materials are current (i.e. labels, software instructions, instructions for equipment use, resource manual, etc.) -Documentation on training of staff on resources and technology as the resources and technology are introduced to the Center ☼</p> <div>Criteria Met?</div>	<div>Criteria Met?</div>
2) MANAGEMENT INFORMATION SYSTEM (MIS)	<p>2) A strategy for meeting State and local MIS data gathering needs is in place. A. The Center uses the Missouri Career Center MIS system (Toolbox) and staff is trained on the system. <u>Required Evidence:</u> -Observation -Documentation of training ☼</p> <div>Criteria Met?</div>	<p>2) Missouri Career Center staff produces reports from Toolbox. <u>Examples of Evidence:</u> -Observation -Records produced ☼</p> <div>Criteria Met?</div>	<p>2) Information is used for decision-making. A. All Missouri Career Center leadership/partners meet regularly to evaluate and analyze center MIS data for consistency with overall Missouri Career Center organizational goals. <u>Examples of Evidence:</u> -Minutes of joint LT/MCCMT meetings ☼ -Worksheets -Documentation that shows emphasis on use of MIS reports to set, measure and analyze Center's goals as set forth in the Business Plan</p> <div>Criteria Met?</div>
Information & Analysis Score			

Principles	Level I	Level II	Level III
III. STRATEGIC PLANNING: The Missouri Career Center strategically plans its delivery of services and continuous improvement efforts.			
1) STRATEGY DEVELOPMENT & DEPLOYMENT	<p>1) The Center has developed basic strategies for sustainability.</p> <p>A. The Business Plan contains the goals that the Center will pursue. <u>Required Evidence:</u> -Review of Business Plan ☼</p> <p>B. A financial strategy for considering cost and revenue among partners exists. <u>Required Evidence:</u> -Review of Business Plan ☼</p> <div>Criteria Met?</div>	<p>1) The Business Plan is a useful, working document.</p> <p>A. Consistent progress is being made on the Center's goals outlined in the Business Plan. <u>Examples of Evidence:</u> -Examples of progress towards reaching goals are shown ☼ -Minutes of LT and MCCMT meetings show progress on goals contained in the plan ☼ -Continuous improvement activities reflected in the plan are documented as they occur</p> <p>B. The Center's quests for revenue resources goes beyond funding streams. <u>Examples of Evidence:</u> -Applications for alternative sources of revenue ☼ -Other documentation of request for funding from non-traditional resources ☼</p> <div>Criteria Met?</div>	<p>1) Goals for future growth of the Center are determined through evaluation of achievements and customer feedback.</p> <p>A. Leaders develop goals for the next chartering period by comparing current status and future needs of the Center. <u>Required Evidence:</u> Review of goals set forth in the most current Business Plan or modification(s) thereto for re-chartering show continuity from prior Business Plan or modification</p> <p>B. The financial strategy for sustainability of the Center shows results. <u>Examples of Evidence:</u> -Consistent receipt of funds from alternative sources of revenue ☼ -Parallel comparison of financial strategy and actual financial operations ☼</p> <div>Criteria Met?</div>
2) MARKETING STRATEGY	<p>2) Marketing plan is established. <u>Required Evidence:</u> -Marketing plan included in Business Plan ☼</p>	<p>2) Market niche identification is made. A. Missouri Career Center self-assessment process includes identification and analysis of market niche.</p>	<p>2) The Center has received recognition as a valuable community-wide resource. A. Market niche identity leads to the Center's recognition as a leader for workforce development needs.</p>

Principles	Level I	Level II	Level III
Strategic Planning (Continued)			
	<div>Criteria Met?</div>	<p><u>Required Evidence:</u> -Documentation of market niche identification and analysis ☼</p> <div>Criteria Met?</div>	<p><u>Examples of Evidence:</u> -Newspaper articles ☼ -Employer recognition letters ☼ -Award received</p> <div>Criteria Met?</div>
Strategic Planning Score			
IV. HUMAN RESOURCE UTILIZATION: The Missouri Career Center focuses on employee satisfaction, with management ensuring that staff members have the tools and skills they need to provide excellent service to their customers.			
1) STAFF COMPETENCIES	<p>1) Plans and dedicated funds for cross-education and cross training staff on Center and community services are in place.</p> <p><u>Required Evidence:</u> -Review of Business Plan ☼</p> <p>A. New Missouri Career Center staff receive orientation that includes partner program information, customer flow through the Center, and resource room material information.</p> <p><u>Required Evidence:</u> -Roster(s) of staff members who have received orientation ☼</p> <p><u>Examples of Evidence</u> -Orientation manual</p> <p>B. All Missouri Career Center staff know what resource room materials are available and can verbalize synopses of materials to customers.</p>	<p>1) Missouri Career Center staff development occurs and includes capacity building that is not agency specific and exceeds minimum requirements.</p> <p><u>Required Evidence:</u> -Documentation that shows all staff complete training that exceeds minimum requirements ☼</p> <p><u>Examples of Evidence:</u> -Increase in number of staff certified in counseling and/or workforce development related curricula ☼</p>	<p>1) There is significant, on-going investment in capacity building of all Missouri Career Center staff.</p> <p>A. All partner agencies commit to making substantial ongoing investment in staff development and allow staff to attend.</p> <p><u>Examples of Evidence:</u> -Budget line item ☼ -Record of scheduled vs. completed training for each staff member ☼</p>

Principles	Level I	Level II	Level III
Human Resource Utilization (Continued)			
	<u>Examples of Evidence:</u> -Interviews and observation <div>Criteria Met?</div>	<div>Criteria Met?</div>	<div>Criteria Met?</div>
2) REWARDS AND RECOGNITION	<p>2) A plan for employee rewards and recognition is established.</p> <p><u>Required Evidence:</u> -Documentation of the existence of a long term plan in place that acknowledges good work by employees ☼</p> <div>Criteria Met?</div>	<p>2) The plan is implemented and recognition and rewards are given.</p> <p><u>Examples of Evidence:</u> -Documentation that shows staff receive recognition and rewards ☼</p> <div>Criteria Met?</div>	<p>2) Rewards and recognition are tied to quality improvement and high performance.</p> <p>A. Recognition is given for both skill building and direct contribution to achievement of organizational goals: 1) given for work teams or individuals; 2) based on supervisory and/or peer input, and 3) awarded through monetary or non-monetary compensation.</p> <p><u>Examples of Evidence:</u> -Minutes of MCCMT meetings ☼ -Documentation of rewards/recognition given ☼</p> <div>Criteria Met?</div>
Human Resource Utilization Score			
V. PROCESS MANAGEMENT: The Missouri Career Center places a major emphasis on continuous improvement, delivering services in a high quality manner and being flexible and quick in responding to customer needs.			
1) SERVICE PROCESSES	<p>1) Customer contact is customer-driven and flexible. Staff assisting customers in the career resource area or while providing other common functions will identify themselves by service function as One-Stop Career Center staff, not by any particular agency.</p> <p>A. Customers' general needs are assessed so he/she can be directed to requested/needed information and</p>	<p>1) Missouri Career Center staff have comprehensive knowledge of Center services and delivery systems.</p> <p>A. All Missouri Career Center staff are able to provide information to all customers on all programs the Center offers.</p>	<p>1) Customer service is delivered in a non-agency specific approach.</p> <p>A. Each Missouri Career Center staff member can readily provide detailed information about eligibility requirements and services of all programs the Center offers and consistently begin the initial registration process for all funding streams available at the Center.</p>

	<p>services in an efficient manner. Customers can become aware of the services available (through written materials or display) immediately upon entering the One-Stop Center.</p> <p><u>Required Evidence:</u> -Observation and interview that shows the Greeter(s) knows all</p>		
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Principles	Level I	Level II	Level III
Process Management (Continued)			
	<p>services available in the Center ☼</p> <p>-Flow chart for determining customer direction is in place</p> <p>-Method for gathering customer feedback is in place</p> <p>B. Responsibility is assigned to at least one Missouri Career Center staff member for assessment of needs of employers. Services are provided in coordination with the employer at the Business Resource Center or at the employer site, whenever feasible.</p> <p><u>Required Evidence:</u> -Name of designated individual(s) ☼</p> <p><u>Examples of Evidence:</u> -Minutes of MCCMT and/or meetings ☼</p> <p>C. Information is gathered to identify barriers to employment in the community.</p> <p><u>Examples of Evidence:</u> -Documentation of staff awareness of the barriers ☼</p> <p>D. A plan exists for the inclusion of non-traditional partner services on-</p>	<p><u>Required Evidence:</u> -Observation -Staff training resource manual is available and used</p> <p><u>Examples of Evidence:</u> -Documentation of cross education efforts ☼</p> <p>B. Employer contact is occurring and the needs of employers are shared with and available to all Missouri Career Center staff.</p> <p><u>Required Evidence:</u> -Documentation of employer contact and service requests -Documentation that shows needs of employers are shared with Missouri Career Center staff -Interviews and observation that show complete job order information is shared by all partners through direct access</p> <p>C. Information on barriers to employment is analyzed and resources for eliminating barriers are identified.</p> <p><u>Required Evidence:</u> -Documentation of data analyses and resources available</p>	<p><u>Required Evidence:</u> -Interview Missouri Career Center staff to assess level of knowledge on each program</p> <p>-Documentation that shows consistent ability of all staff to be able to perform initial registration of customers in programs supported by different funding streams than her/his own.</p> <p>B. An integrated team of Missouri Career Center partners consistently reviews needs of employers and revises service delivery by the Center.</p> <p><u>Required Evidence:</u> -Documentation of consistent employer contact, analysis of needs, and resulting service delivery ☼</p> <p><u>Examples of Evidence:</u> -Interviews of staff</p> <p>C. A cross-agency Missouri Career Center problem solving team(s) coordinates efforts with other community agencies and businesses to solve problems that address the identified barriers to employment.</p> <p><u>Required Evidence:</u></p>

	site. <u>Required Evidence:</u> -Review of the Business Plan ☼ <div>Criteria Met?</div>	☼ D. The plan for recruitment of non- traditional partners is implemented. <u>Examples of Evidence:</u> - Documentation of recruitment efforts ☼	- Documentation of communications with community agencies/businesses concerning barriers to employment ☼ - Documentation of collaborative team meetings and issues addressed/solved ☼
Principles	Level I	Level II	Level III
Process Management (Continued)			
			D. Consistent on-site participation of non-traditional partners occurs. <u>Required Evidence:</u> - Documentation of consistent on-site presence of non-required partners at Center ☼ <div>Criteria Met?</div>
Process Management Score			
VI. CUSTOMER SATISFACTION: Employer and individual services are shaped and the Center is measured by external and internal customer feedback and articulation of needs.			

<p>1) EXTERNAL CUSTOMER FEEDBACK</p>	<p>1) A customer satisfaction feedback plan exists for consistent and immediate gathering of data from customers and data is collected.</p> <p><u>Required Evidence:</u></p> <p>-Business Plan includes plans for getting feedback from employers and individuals on services and opportunities for improvement</p> <p>-Completed customer satisfaction documents ☼</p> <div data-bbox="548 964 978 1010" style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 10px;">Criteria Met?</div>	<p>1) Customer satisfaction information from individuals and employers is collected continuously and analyzed.</p> <p>A. The customer satisfaction feedback plan expands to collection and evaluation of data on customer satisfaction as it evolves over time.</p> <p><u>Examples of Evidence:</u></p> <p>-Documentation of feedback from both employers and individuals conducted over time ☼</p> <p>-Customer satisfaction reports ☼</p> <p>B Analysis of feedback received over time results in development of strategies for continuous improvement.</p> <p><u>Required Evidence:</u></p> <p>-Documentation of analysis and the resulting continuous improvement strategy ☼</p> <div data-bbox="1026 964 1457 1010" style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 10px;">Criteria Met?</div>	<p>1) Customer satisfaction information drives change.</p> <p>A. The continuous improvement strategy is implemented.</p> <p><u>Required Evidence:</u></p> <p>-Documentation that shows periodic review and revision of employer and individual feedback mechanisms for more in depth data gathering</p> <p>-Documentation showing updated service strategy as a result of customer feedback</p> <p><u>Examples of Evidence:</u></p> <p>-Minutes of MCCMT meetings ☼</p> <div data-bbox="1549 964 1980 1010" style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 10px;">Criteria Met?</div>
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Principles	Level I	Level II	Level III
Customer Satisfaction (Continued)			
2) INTERNAL CUSTOMER FEEDBACK	<p>2) A customer satisfaction feedback plan exists for consistent and immediate gathering of data from Missouri Career Center staff and data is collected.</p> <p><u>Required Evidence:</u></p> <p>-Business Plan includes plans for collecting feedback from Missouri Career Center staff.</p> <p>-Completed customer satisfaction documents ☼</p>	<p>2) Customer satisfaction information from Missouri Career Center staff is collected continuously and analyzed.</p> <p>A. The customer satisfaction feedback plan expands to collection and evaluation of data on customer satisfaction as it evolves over time.</p> <p><u>Examples of Evidence:</u></p> <p>-Documentation of feedback from Missouri Career Center staff conducted over time ☼</p> <p>-Customer satisfaction reports ☼</p> <p>B Analysis of feedback received over time results in development of strategies for continuous improvement.</p> <p><u>Required Evidence:</u></p> <p>-Documentation of analysis and the resulting continuous improvement strategy ☼</p>	<p>2) Customer satisfaction information drives change.</p> <p>A. The continuous improvement strategy is implemented.</p> <p><u>Required Evidence:</u></p> <p>-Documentation that shows periodic review and revision of Missouri Career Center staff feedback mechanisms for more in depth data gathering</p> <p>-Documentation showing updated service strategy as a result of customer feedback</p> <p><u>Examples of Evidence:</u></p> <p>-Minutes of MCCMT meetings ☼</p>
Customer Satisfaction Score	Criteria Met?	Criteria Met?	Criteria Met?
VII. RESULTS: As the Center's operations and service delivery progress, the performance expectations will grow, both in terms of productivity and quality of service.			
1) CUSTOMER-FOCUSED OUTCOMES	<p>1) A process is in place for educating each staff member on the program performance responsibilities of all partner agencies and the collective performance goals of the Center.</p>	<p>1) Data is collected and analyzed for the collective Missouri Career Center performance goals by Missouri Career Center staff and management.</p>	<p>1) Statistics from collective Missouri Career Center performance goals are used to influence change.</p>

Principles	Level I	Level II	Level III
Results (Continued)			
	<p><u>Required Evidence:</u></p> <ul style="list-style-type: none"> -Review of Business Plan -Documentation that shows each agency's performance measures, the collective Missouri Career Center performance goals, and how this information has been shared with all Missouri Career Center staff ☼ <p>Criteria Met?</p>	<p><u>Examples of Evidence:</u></p> <ul style="list-style-type: none"> -Worksheets ☼ -Minutes of MCCMT meetings ☼ -Completed assessment ☼ <p>Criteria Met?</p>	<p><u>Required Evidence:</u></p> <ul style="list-style-type: none"> -Documentation of the process in use and the changes that result ☼ -Changes in strategic plan that indicate use of this data ☼ <p>Criteria Met?</p>
2) ORGANIZATIONAL EFFECTIVENESS RESULTS	<p>2) The Center has a method in place for collecting information for assessment of the effectiveness of its operational and delivery processes.</p> <p><u>Required Evidence:</u></p> <ul style="list-style-type: none"> -Review of the Business Plan ☼ <p>Criteria Met?</p>	<p>2) The Center periodically conducts assessments of its operational and service delivery processes and analyzes the information.</p> <p><u>Required Evidence:</u></p> <ul style="list-style-type: none"> -Documentation of consistent occurrences of assessment and data analysis ☼ <p><u>Examples of Evidence:</u></p> <ul style="list-style-type: none"> -Minutes of LT and MCCMT meetings ☼ -Documentation of customer satisfaction feedback ☼ <p>Criteria Met?</p>	<p>2) Results of assessments consistently create change in operational and service delivery processes.</p> <p><u>Required Evidence:</u></p> <ul style="list-style-type: none"> -Documentation of the effect of the completed assessment process on operational and service delivery processes over time ☼ <p>Criteria Met?</p>
Results Score			

**CONTINUOUS IMPROVEMENT MATIRX
CHARTERING CRITERIA SCORE SHEET SUMMARY
MISSOURI COMMISSION ON WORKFORCE DEVELOPMENT**

CONTINUOUS IMPROVEMENT MATRIX

Date of Review: _____

Site: _____

Reviewed by: _____

This site meets the minimum State criteria for a

- _____ Comprehensive Center
_____ Non-comprehensive Center
_____ Neither

Principles	Level of Attainment		
	Level I	Level II	Level III
Leadership			
Information and Analysis			
Strategic Planning			
Human Resource Utilization			
Process Management			
Customer Satisfaction			
Results			
Total Principles Met By Level			
Total Principles Possible	7	7	7

The level of attainment recommended by the reviewer is Level _____

Additional Comments:

BUSINESS PLAN GUIDE

The Business Plan provides the structure for how a Missouri Career Center is managed and how partners work together to provide services to its customers. All partners of a Missouri Career Center are required to develop, sign, and abide by the Business Plan that they collectively develop.

Each comprehensive and independently chartered non-comprehensive site must have its own Business Plan. If a non-comprehensive site is chartered through a comprehensive site, then the Business Plan of the comprehensive site must be amended to show how the non-comprehensive site will operate. All Centers must keep the Business Plan current. This should be done through an amendment process that includes signatures of all the partners. At re-charter, the Business Plan will be reviewed to see that it is up-to-date and includes any governance, operational, and provisional changes for the upcoming term of charter. All framing questions should be considered when updating the Business Plan.

The next section of this document provides guidance for the initial section of the Business Plan. The questions in the remaining sections of the document specify the important issues that need to be addressed by the partners of the Missouri Career Center and create the minimum content requirements for the Business Plan. The following sections must be included in the completed and signed document:

- I. Defining the Business
- II. Governance and Management Structure - Definition of Relationships/Roles
- III. Products and Services to be Provided
- IV. Operational Plan and Customer Referral Method
- V. Measuring Success - Performance Goals and Standards
- VI. Financial Plan - Service and System Operating Costs
- VII. Marketing
- VIII. Terms
- IX. Signature Page

The overall Business Plan is to be formatted as sequenced above with the framing questions in each section addressed within the section they are asked. LWIBs have the flexibility to add additional requests to the agreement.

MINIMUM BUSINESS PLAN CONTENT

INTRODUCTORY SECTION

1. What is the date, month and year the Plan/Agreement is being entered?
2. Who are the parties entering into the Plan/Agreement?

PART I – DEFINING THE BUSINESS

1. Why is the Missouri Career Center being established?
2. How will the Missouri Career Center benefit the customer rather than the organizations?
3. What is the Center's primary business objective?
4. What is the Missouri Career Center's vision and mission in the community?
5. Who comprises the Missouri Career Center's current and/or proposed customer base and how is the customer base related to the local labor market needs?
6. What location has been chosen for the Missouri Career Center and why? How may the location change in the future after lease agreements, etc. are considered?

PART II – GOVERNANCE AND MANAGEMENT STRUCTURE – DEFINITION OF RELATIONSHIPS AND ROLES

1. What are the roles and responsibilities of the Missouri Career Center in relation to the LWIB?
2. What are the roles and responsibilities of the partners at the Missouri Career Center as they relate to the management and governance of the Center?
3. Who is the Missouri Career Center Operator and what is its role and responsibilities in the Center? If the Missouri Career Center Operator is a consortium of 3 or more entities, what are the roles and responsibilities of each consortium member?
4. What is the Center's management structure?
5. What does the Missouri Career Center Coordinator actually manage and what do other service providers manage?
6. How will the Missouri Career Center be staffed?
7. What employee development/capacity building strategies, including cross-education and cross training efforts, are in place or planned?

PART III – PRODUCTS AND SERVICES TO BE PROVIDED

1. What are the primary products and services of the Missouri Career Center for employers, individuals, and others? How will these services be delivered? (Refer to pages 40-41 for a detailed listing.)
2. Where are these services to be delivered, on site or through a referral process?
3. How will the schedule of services be developed?
4. What are the plans for expanded, on-site service delivery by partners and recruitment of non-traditional partners? (Examples of what may be included are: service integration, co-location of partners by full time presence of existing partners, on-site presence of additional partners, and extended hours of service.)
5. How will information be shared among the partners at the Missouri Career Center?
6. A Business Services Plan must be included as an attachment to the Business Plan. In addition to guidance already provided by DWD, the issues on page 45 also need to be addressed in the Business Services Plan.

7. How will the Missouri Career Center confirm compliance with the Americans with Disabilities Act to ensure accessibility to customers and other pertinent special populations with the Workforce Investment Act?

PART IV – OPERATIONAL AND CUSTOMER REFERRAL METHOD

1. What are the technology needs of the Center and what are the plans to achieve full technological capacity?
2. What are the challenges that effect operations at the Missouri Career Center, such as access to resources, time frames, etc.?
3. What is the Center's service delivery structure as it relates to the referral process between partner services/agencies and customer flow through the Center?
4. What are the mutually agreed upon policies and procedures to ensure that services are provided in a consistent, integrated or coordinated manner across agency staff?
5. How does the Center plan to address needs of its customers during non-traditional hours?
6. What are the collaborative efforts of the Center's partners in coordinating job development activities and job placement processes?
7. What are the Center's plans for gathering customer satisfaction feedback from employers, individuals and Missouri Career Center staff? What methods will be used?

PART V – MEASURING SUCCESS – PERFORMANCE GOALS (See pages 43-44 for suggested measures)

1. What are the performance goals of the Missouri Career Center and how do they relate to the seven Baldrige principles?
2. How will these goals be measured?
3. How will the results of the measures be used for continuous improvement plans of the Center? How will customer input and feedback drive changes and improvements in the services offered throughout the Center?

PART VI – FINANCIAL PLAN – SERVICE AND SYSTEM OPERATING COSTS

1. What is the operating budget of the Center and how are costs divided among the partners?
2. What new funding opportunities have been identified for future growth of the Center, i.e., grants, fee-for-service, etc. and who will be responsible for raising these funds?

PART VII - MARKETING

1. What is the short and long-term marketing strategy of the Missouri Career Center?
2. What market analysis exists and what needs to be done?
3. What is the Missouri Career Center's market niche in the community?
4. How will the Center ensure that state and local materials present consistent information as a single unit, a service-focused Center that only identifies particular agencies when necessary?
5. What is the Center's forecast for growth and how is the forecast justified?

PART VIII – TERMS

1. What is the process for revising the Business Plan? Include when it can be modified and by whom.

PART IX – SIGNATURE PAGE

1. Does the signature page include the signatures of all the partners of the Missouri Career Center?

The following statement will be included on the signature page: By signature hereto, the parties attest to participation of development of the plan and agree to abide by all terms and conditions of the Business Plan.

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REFERENCES

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DEFINITIONS

Comprehensive Site: A physical location where all Missouri Career Center mandated partners' services are accessible. A comprehensive center meets the minimum chartering criteria defined by MTEC and any required by the LWIB (see pages 6-8). A comprehensive site simultaneously offers full service capacity of all WIA and WP core, intensive and training services on a full time basis. Active participation, where available, from mandated partners is required in the following manner: on-site presence at the Center, provision of each program's core and intensive services, updated and plentiful supply of program information, orientation of Missouri Career Center staff to general program information, and staffing of the resource center. An on-site Missouri Career Center Coordinator must be present and responsible for coordinating Missouri Career Center activities and services on a daily basis; providing functional supervision and coordination of Missouri Career Center staff; and serving as point of contact for Missouri Career Center information and data between the Center, LWIB, DWD, and MTEC.

Core Services: Services provided by all Missouri Career Center partners and are accessible to all customers, both job seekers and employers. There may be eligibility requirements for core services, depending on the individual program requirements. (See pages 40-42 for a listing of core services.)

Cross-Education: The process of providing information to partner staff about local, regional, state, and federal programs and initiatives that may be beneficial to customers of the Missouri Career Center System. This can occur in an individual or group setting.

Cross-Training: The process of training a co-worker in, at least, the minimum job knowledge and tasks of job responsibilities in a position not related to the duties of the co-worker's normal responsibilities. Suggested areas for minimum cross training of co-workers are: 1) general program knowledge, 2) eligibility requirements for the program, 3) initial eligibility assessment of the customer, and 4) initial enrollment process. The purpose of cross training is to allow a Center to continuously provide minimum expected services to customers when the usual program service provider is unable to serve the customer.

Greeter: Staff providing the initial physical point of contact for customers to the Center. The greeter must be able to determine the general nature of the customer's needs; assess the customer's ability for self-service in the resource room or need for staff assistance; oversee the completion of assessment instruments and other intake forms as appropriate; and have knowledge of the resources available, both in the resource room and of services provided by partner agencies. The staff in this position will also be able to perform general duties such as answering the telephone and greeting the public in a customer-focused manner.

Intensive Services: See pages 40-42 for a listing of intensive services.

Missouri Career Center Coordinator: A designated on-site position responsible for coordinating Missouri Career Center activities and services on a daily basis, providing functional supervision and coordination of Missouri Career Center staff; and serving as point of contact for Missouri Career Center information and data between the Center, the LWIB, DWD, and MTEC. The Missouri Career Center Coordinator is responsible for creating a professional and inviting atmosphere that will encourage customers to avail themselves of the Missouri Career Center services.

Duties that may be included in the job description for this position may include: schedule management team and committee meetings; maintain minutes of meetings; organize and maintain

a schedule for staffing all aspects of the Center; schedule cross-education among partners and the community; facilitate and schedule cross-training among partners/staff; monitor completion of cross-training; act as point of contact for the public and employers; complete and submit quarterly reports and other records to the LWIB and/or MTEC; work to achieve independent funding; manage financial issues (such as Missouri Career Center enhancement funds, local government funding, or grants); ensure that the examples of evidence for chartering are developed, used, and maintained in an orderly fashion; represent the Missouri Career Center at relevant community functions; and all the other various activities and responsibilities established by the Local Area and the local Missouri Career Center team.

Missouri Career Center Operator: A single (public or private) entity or a consortium of entities with demonstrated effectiveness in employment and training. The agreement between the LWIB and the Missouri Career Center Operator shall specify the operator's role. That role may range between simply coordinating service providers within the Center, to being the primary provider of services within the center, to coordinating activities throughout the Missouri Career Center System.

Missouri Career Center System: A Missouri Career Center service delivery strategy that includes local Missouri Career Center sites (comprehensive and non-comprehensive) where job seekers and employers are provided assistance in the core, intensive and training services of workforce development.

Non-Comprehensive Site: A physical location where simultaneous presence and full service capacity shall be present for WIA and WP core services for no less than 16 hours per week, access to the web-based Missouri Career Center MIS (Toolbox) is provided, and staff assistance to customers is provided. Under extenuating circumstances that require alternative staffing, the LWIB will submit a waiver request for approval to the Local Program Committee that describes how and shows evidence that required core services of WIA and WP will be provided on site. The site meets the minimum chartering criteria defined by MTEC as well as that required by the LWIB (see pages 6-8.) The site can be chartered independently or through a comprehensive site in the same Local Area. An on-site Missouri Career Center Coordinator is present and responsible for coordinating Missouri Career Center activities and services on a daily basis; providing functional supervision and coordination of Missouri Career Center staff; and serving as point of contact for Missouri Career Center information and data between the Center, LWIB, DWD, and MTEC. The site is required to have a written referral process to services not provided on-site.

Resource Room: An area located near the entrance of the Center that contains various local, regional and State resources on job seeking, career development, and employability skills for customers. It includes computers with Internet connections, phone, fax, copier and informational materials presented in an orderly fashion and in various formats such as books and other texts, videos, and audiotapes. Tables and chairs are available for use, as well as a TV and VCR with headphones. Signage is simple and thorough. A resource guide that summarizes the categories of materials available in the resource room and their locations is easily accessible to customers. The resource room is monitored at all times so customer assistance and guidance is available. Resources should be chosen and presented in a manner that makes them useful to customers with a variety of disabilities, learning styles, interests and education levels. The focus of resource options should be that they are of good quality, in good repair, up-to-date, and well understood by staff rather than on large quantity.

Training Services: See pages 40-42 for a detailed list of training services.

SERVICES – JOB SEEKERS

Job Seekers – Core Services

- Outreach, intake (which may include worker profiling and re-employment services), and orientation to the Missouri Career Center System.
- Initial assessment
- Eligibility information for services for all partner employment and training programs
- Job search assistance (i.e. workshops), career information, and counseling
- Job matching and referral
- Local, regional, and statewide labor market information
- Information on financial aid, including unemployment insurance (UI)
- Information on:
 - Certified education and training providers
 - Local performance outcomes of service providers,
 - Missouri Career Center activities such as job fairs and supportive services
- Orientation to personal computers for access to self-directed services, such as Internet access and resume software
- Follow-up activities, including reassessment services, where needed

Job Seekers – Intensive Services

- Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools, such as testing
- Development of an individual employment plan
- Group counseling
- Individual career planning
- Case management
- Short-term pre-vocational and stand-alone services, such as adult basic education, English as a second language, general educational development (GED), basic computer literacy, interviewing skills, and soft skills

Job Seekers – Training Services

- Occupational skills training, including training for non-traditional employment will be provided through ITA(s) for adults and dislocated workers
- On-the-job training
- Programs that combine workplace training with related instructions, which include cooperative education programs
- Private sector training programs
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities, where they are integrated with other training services
- Customized training conducted with the commitment to employ the individuals upon successful completion of the training
- Registered apprenticeship and training programs

SERVICES—EMPLOYERS

Employers – Core Services

- Orientation to Missouri Career Center System and services
- Self-enrollment and common application for services with validation criteria
- Multiple methods to list job openings, i.e. telephone, fax, Internet, with employer choice regarding the information on the job listing available to the public and the method of referral
- Automated job matching
- Screening and referral of qualified candidates
- Training programs, providers, and consumer reports on effectiveness of specific providers
- Labor market information to bridge economic and workforce development
- Human resource information; e.g. tax credits, unemployment insurance (UI), and access to labor law and compliance information
- Initial skills assessment/occupational profile of positions
- Access to computerized training to upgrade incumbent worker basic skills
- Rapid response, initial contacts

Employers – Intensive Services

- Account executive services, including brokering with other service providers/resources
- Job profiling
- Rapid response services, including outplacement
- Seminars and informational workshops
- Customized assessment for new hires/exiting staff
- Linkages with other employers that have similar needs
- Individualized recruitment plans
- Access to entrepreneurial assistance
- Access to economic development programs and services

Employers – Training Services

- Incumbent worker training
- On-the-job training
- Customized job training funded under WIA
- Advanced skills training

Workforce Investment Act Required One-Stop Partners and Responsibilities

Required Programs and Services	Agency Providing Program or Service
Programs under WIA Title 1	
<ul style="list-style-type: none"> Adults 	<ul style="list-style-type: none"> Division of Workforce Development Workforce Investment Boards Missouri Career Center – WIA service providers
<ul style="list-style-type: none"> Dislocated Workers 	<ul style="list-style-type: none"> Division of Workforce Development Workforce Investment Boards Missouri Career Center – WIA service providers
<ul style="list-style-type: none"> Youth 	<ul style="list-style-type: none"> Division of Workforce Development Workforce Investment Boards Missouri Career Center– WIA service providers
<ul style="list-style-type: none"> Veterans' workforce programs* 	<ul style="list-style-type: none"> Division of Workforce Development
Programs under WIA Title 2	
<ul style="list-style-type: none"> Adult Education and Literacy activities 	<ul style="list-style-type: none"> Department of Elementary and Secondary Education
Programs under WIA Title 4	
<ul style="list-style-type: none"> Vocational Rehabilitation Act: Parts A and B of Title I 	<ul style="list-style-type: none"> Division of Vocational Rehabilitation
Wagner-Peyser Act programs	<ul style="list-style-type: none"> Division of Workforce Development
Carl D. Perkins Vocational and Applied Technology Education Act – Postsecondary vocational education activities	<ul style="list-style-type: none"> Department of Elementary and Secondary Education
Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities – Chapter 2 of Title II of the Trade Act of 1974 and as amended in 2002	<ul style="list-style-type: none"> Division of Workforce Development
Local veterans' employment representatives and disabled veterans outreach programs – Chapter 41 of Title 38, USC and as amended by PL 107-288	<ul style="list-style-type: none"> Division of Workforce Development
Community Service Block Grant employment and training services*	<ul style="list-style-type: none"> Division of Workforce Development
Programs authorized under State unemployment compensation laws	<ul style="list-style-type: none"> Division of Employment Security

***Indicates programs that may not be available in all areas of Missouri**

EXAMPLES OF MEASURES – SIMPLY A TOOL

The following list gives samples of measures from which a Center might choose when developing performance measures. These are examples only and not mandatory requirements.

Customer Satisfaction Results	Financial & Market Results	Human Resource Results	Organizational Effectiveness Results
<u>(Job Seekers/Individuals)</u> -Initial needs of customer are met -Overall satisfaction with services received during visit -Availability of services needed on site -Number of first time customers referred by current or former Missouri Career Center customer -Customers referred to jobs -Customers placed in training -Satisfaction with training received -Repeat customers brought by quality of service -Satisfaction with job referral	<u>(Job Seekers/Individuals)</u> -How customers found out about Center -Services requested vs. services available -New services offered -New customers attracted to Center as a result of new services offered	<u>(Staff)</u> -Satisfaction with work environment -Satisfaction with communication methods at Center -Comparison of partnering agencies' contribution to staff training and development -Overall staff satisfaction -Comparison of rewards and recognitions given over time -Comparison of training needs in individual career development plans to individual training received	<u>(Job Seekers/Individuals)</u> -Number of customers -Response time for services received -Customer complaints -Satisfaction with handling of complaints -Duplication of efforts among agencies
<u>(Employers)</u> -Number of job referrals -Overall satisfaction with employer services -Availability of services needed by employer -Number of employers as repeat customers -Satisfaction with referral of job seekers -Number of first time customers referred by current or former Missouri Career Center customer	<u>(Employers)</u> -Services requested vs. services available -New services offered -New customers attracted to Center as result of new services		<u>(Employers)</u> -Number of customers -Job order listings -Customer complaints -Response time for services received -Duplication of efforts among agencies -Satisfaction with handling of complaints

Customer Satisfaction Results	Financial & Market Results	Human Resource Results	Organizational Effectiveness Results
	<u>(Center)</u> -Funds dedicated for staff development -Funds received through non-traditional means		<u>(Staff)</u> -Attendance at MCCMT meetings (obligated vs. actual) -Satisfaction with overall operational process at Center -Satisfaction with referral process among on-site partners -Satisfaction with process for staff input on operational issues -Staff fully trained to begin initial registration process in programs other than one for which responsible
			<u>(Partners)</u> -Attendance at LT meetings (obligated vs. actual) -Satisfaction with referral process among partners -Satisfaction with process for developing/revising Business Plan -Satisfaction with meeting goals set in Business Plan

ADDITIONAL ITEMS TO BE ADDRESSED IN BUSINESS SERVICES PLAN

- Who is included in the Business Services Team? At a minimum, DWD Business Services Representatives, Veterans Representatives, and Regional Managers are included in this team. Ideally, the team would also include representatives from community colleges, economic development agencies, and all other relevant partners dedicated to the business customer.
- What systems are in place to ensure business satisfaction? Define the Center's customer satisfaction standards (response times, follow-ups, delivery of services).
- What infrastructure is in place to serve the business customers (business service center)?
- Describe the customer flow for business services customers. Outline the Center's procedures for ensuring a Single Point of Contact (SPOC) with business customers. What methods are in place to prevent duplication of contact with employers?

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